

EXECUTIVE OFFICE OF HOUSING AND ECONOMIC DEVELOPMENT



Commonwealth of Massachusetts

Fiscal Year 2013 Performance Update

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This document was prepared pursuant to Executive Order 540, Governor Patrick's directive to embed strategic planning and performance management across state government.

This report provides an update on some of the actions taken to achieve the Executive Office of Housing and Economic Development's (EOHED) strategic goals and includes four dashboards to demonstrate progress. Detailed descriptions of each measure are on pages 18 and 19.

Data contained in the dashboards represent the most recent data available. The dashboards will be updated as more current information becomes available.

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A MESSAGE FROM THE SECRETARY

The Executive Office of Housing and Economic Development is committed to making Massachusetts a great place to work, live, play and visit. Our strategy in Massachusetts is based on long term investments in education, innovation and infrastructure.

We believe that it is not an accident that Massachusetts has recovered from the Great Recession stronger and faster than most of the country. The increased collaboration among government, business and the academia as well as the improved coordination among the multiple economic development agencies has been an integral part of that success. Since 2007, we have been deliberately and consistently planning ahead for job and housing growth across the Commonwealth and our efforts have paid off.

We recognize the pace of recovery differs across the Commonwealth. For example, in areas that are doing well, we have focused on talent retention, transportation and housing needs to support expansion. In areas where economic recovery is significantly slower, we have worked on marketing the strengths of a region, supporting the growth of key industry clusters and improving education and workforce development pathways.

The drivers of our strong economy are a diverse, but inter-related, group of innovation-based industry clusters that compete successfully on a national and global level.

These clusters include both well-established industry sectors such as health care, higher education, technology, financial services and tourism, and emerging sectors such as life sciences, clean energy and the creative economy.

The foundation of the Massachusetts economy is the innovative and entrepreneurial capability of its residents to transform existing technologies and industries and create new ones. The pillars of this innovation economy are the state's universities and research institutions, the rich cluster of innovation-based companies, and the sophisticated angel, venture capital and financial services communities that help fund and mentor the pipeline of entrepreneurs.

At the heart of our economy are the highly skilled and creative people who choose to make Massachusetts their home. They add to a legacy of unparalleled talent found throughout Massachusetts. From our excellent elementary and secondary schools to our world-class institutions of higher learning, Massachusetts is widely recognized as one of the best educated workforces in the world.

We have made significant progress and have paved the way for long term economic growth throughout the Commonwealth. We are pleased to provide an update on the four overarching goals contained in the Strategic Plan:

- ◆ Accelerated Job Creation
- ◆ Stabilized Housing
- ◆ Enhanced Consumer Awareness
- ◆ Improved Regulatory Solutions

For additional information, please visit mass.gov/compete.

Greg Bialecki, Secretary
Executive Office of Housing and Economic Development

**Job
Creation**

**Stabilized
Housing**

**Enhanced
Consumer
Awareness**

**Improved
Regulatory
Solutions**



**Choosing to Compete
in the 21st Century**

Mass.gov/compete

Accelerated Job Creation – Five Broad Strategies to Drive Economic Growth

- ◆ Advance Education and Workforce Development for Middle Skills Jobs
- ◆ Support Innovation and Entrepreneurship
- ◆ Support Regional Development
- ◆ Increase the Ease of Doing Business
- ◆ Address Our Cost Competitiveness

GOAL: ACCELERATED JOB CREATION

ACTIONS UPDATE

BUILDING TALENT

Massachusetts has a robust and successful educational system encompassing the entire Pre-K through higher education spectrum. There remain, however, significant gaps between need and productivity in the area of middle-skill jobs (*that is, jobs requiring more than a basic high school education, but not a bachelor's degree*). We focus, therefore, on this important area of need. Long-term success would substantially reduce or eliminate the gap between demand and supply for middle-skill jobs in every region of the state.

Advance Education and Workforce Development for Middle-Skill Jobs through Coordination of Education, Economic Development, and Workforce Development Programs

Responding to Advanced Manufacturing Industry Workforce Needs:

- ◆ Created the [Advanced Manufacturing Regional Partnership Academy](#) – promotes manufacturing career opportunities and improves the ability of workforce and educational organizations to meet employer needs.
- ◆ Implemented support for regional manufacturing partnerships with \$1.4 million from the Workforce Competitiveness Trust Fund
- ◆ Implemented 10 **AMP It Up** projects increasing student interest in manufacturing careers
- ◆ Delivered a universal manufacturing certification pathway for training from vocational technical high schools through post secondary
- ◆ Launched the MIT-Community College Pilot Project to develop and implemented online learning and training resources to allow the Commonwealth's community colleges to reach more students and expand lab space for hands-on teaching, an essential component of manufacturing training

STEM

- ◆ Issued STEM Plan 2.0 – integrates workforce strategies as a means to close the STEM achievement and attainment gaps
- ◆ Supported new STEM @Scale projects that promote workforce development through partners across vocational technical schools, community colleges, and public universities

Closing the Skills Gap

- Licensed statewide access to real time job posting data through a tool called Help Wanted Online that will assist regional partners across all 15 community colleges, 16 workforce boards, career centers, state universities and the UMass system to better plan programs in response to job in demand.
- Provided \$1.1 million to 25 vocational schools to purchase new industry relevant equipment and support hands on training for student to learn hands on skills required for today's jobs.
- Awarded \$2 million in high-demand scholarships to students pursuing careers for which the state has an urgent need for skilled talent in industries like health care, science, technology, engineering, math (STEM), business and finance sectors, computer science, and the life sciences.
- Supported \$12 million for workforce training for more than 11,000 workers at 147 companies across the state to train current workers and hire new workers in support of their business needs and growth.

Building Talent



Student at Greenfield Community College.

GOAL: ACCELERATED JOB CREATION

ACTIONS UPDATE

INNOVATION ECONOMY

Our economic strategy is focused on the goal of creating a robust and supportive environment for Massachusetts companies, institutions and people to move ideas to the marketplace, and through that effort, to create jobs and economic prosperity. The Commonwealth can facilitate the cycle of innovation from idea formation, to seed capital, to company formation and commercialization.

Support Innovation and Entrepreneurship

Strengthen and Support

- ◆ Launched Collaborative R&D fund at Mass Tech Collaborative
- ◆ Held “**Innovating for Growth: A Gateway Cities Symposium**” focused on supporting innovation in economic development and “entrepreneurship for all” and success in New Bedford, Holyoke, Lowell and Worcester
- ◆ Mass Life Sciences Center made \$4.54 million award to the [Mass Green High Performance Computing Center](#) for multi-university/multi-company big data initiative in life sciences

Build and Retain Talent

- ◆ Successful internship programs through Mass Tech Collaborative, Massachusetts Life Sciences Center and Massachusetts Clean Energy Center with over 2,000 interns placed

Expand Our Culture of Innovation

- ◆ Continued public/private support for innovation including [Mass Challenge](#), [LabCentral](#) and [Greentown Labs](#)
- ◆ Entrepreneurship Mentorship awards in January 2014 by Massachusetts Technology Collaborative to accelerate and expand the impact of successful programs outside of Boston that serve entrepreneurs

Support Growth To Scale

- ◆ The Massachusetts Advanced Manufacturing Collaborative and MassDevelopment launched support for regional manufacturing partnerships to meet industry demand for new workers in seven regions of the state

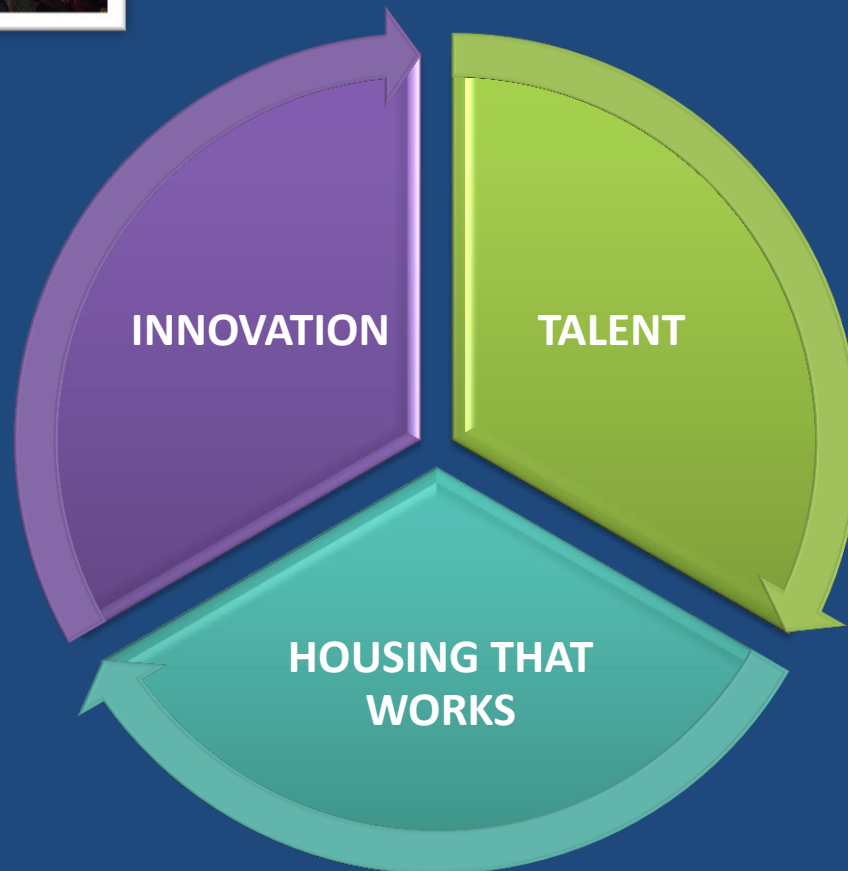
Build and Retain Talent

- ◆ 10,000 multifamily unit annual goal initiative



"Access to housing for our middle- and moderate-income families is an important component in the Commonwealth's continued growth to retain and build our young and innovative workforce," said Governor Patrick. "By working to strengthen and expand our current initiatives and through greater collaboration with organizations and agencies across the Commonwealth, we aim to produce 10,000 multi-family housing units annually. This will further support our state's continued growth and economic competitiveness for generations to come."

Governor Patrick announces initiative designed to produce 10,000 multi-family units of housing per year at the Housing and Community Development Conference on November 13, 2012



GOAL: ACCELERATED JOB CREATION

ACTIONS UPDATE

EMPOWERING REGIONS

Support for Massachusetts' municipalities and regional economies is critical to driving the state's continued economic success. By working with local municipal and regional leaders to ensure that they have the means to attract and encourage business investment and job creation, we facilitate regional growth in an integrated, sustainable way. We envision a future where high-quality and growing employment, income, and investment is found in every region of the Commonwealth.

Support Regional Development Through Infrastructure Investments and Local Empowerment

[MassWorks](#) Infrastructure Program

Awarded over \$79 million for 33 infrastructure grants to support housing, economic development, and road safety in communities across the state

- ◆ 53% to Gateway Communities
- ◆ 20 projects will result in the near-term creation of 2,518 housing units

Regional Development Support

MassDevelopment coordinated seven **Economic Development Academies** across the Commonwealth

- ◆ 39% increase in Technical Assistance Projects
- ◆ 2.5 % increase in communities participating in Economic Development Self-Assessment Tool

Metro North Initiative – potential for smart and dynamic growth:

- ◆ Charlestown, East Boston, Chelsea, Everett, Malden, Medford, Melrose, Revere, Somerville, Winthrop
- ◆ November 2013 launch of planning process with communities, the Metropolitan Area Planning Council (MAPC), and State

Regional Economic Development Organization Program -- This regional partnership program with the Massachusetts Office of Business Development delivers a consistent and efficient response to businesses seeking assistance from the Commonwealth.

GOAL: ACCELERATED JOB CREATION

ACTIONS UPDATE

SUPPORTING BUSINESS

Making it easy to do business in Massachusetts will not only keep our existing companies growing here, but it will also attract new national and international opportunities for job creation. The key to increasing the ease of doing business is to know our competitive advantages, proactively market our strengths, and be prepared to act swiftly when economic opportunity presents itself. A predictable and transparent regulatory climate, a wide array of real estate options offering expedited permitting, and a team of business development individuals who are ready and willing to assist companies, all contribute to a state's positive business climate.

Increase the Ease of Doing Business

New International, Daily Direct Flights

- Japan Airlines, ***Boston-Tokyo***
- Copa Airlines, ***Boston-Panama City***
- Turkish Airlines, ***Boston-Istanbul*** (starts May 2014)
- Emirates Airlines, ***Boston-Dubai*** (starts March 2014)
- Hainan Airlines, ***Boston-Beijing*** (starts June 2014)



Regulation Reform

- 135 regulations repealed or amended
- Regulatory Ombudsman conducted several roundtables at trade associations and chambers of commerce across the Commonwealth
- Ongoing work with the Business Advisory Group to identify outdated or onerous regulations
- Developed a communication and marketing strategy across Secretariats that is scheduled to launch in 2014

Business Development Alignment Across State Agencies

Office of Performance Management & Oversight – www.mass.gov/opmo

- ◆ Alignment of economic development plans across 18 agencies via annual plans
- ◆ Shared information to better serve business community
- ◆ Annual reports to measure progress against plan



COST COMPETITIVENESS

Certain fundamental business costs often adversely affect the Commonwealth's efforts to create and retain jobs and compete both domestically and internationally. By addressing these critical areas of cost, we can create a more predictable economic environment that supports the creation, growth, and expansion of businesses, providing increased opportunities to all constituencies, and ensuring economic sustainability for years to come.

Address Our Cost Competitiveness

Clean Energy Leader

- ◆ Massachusetts earned the #1 state ranking from the American Council for an Energy Efficient Economy (ACEEE) **three years in a row** (2011, 2012, 2013)
- ◆ Massachusetts led the nation in setting high goals for electric and natural gas savings in both the 2010-2012 and 2013-2015 statewide energy efficiency plans
- ◆ **Solar Energy** – In 2013, Massachusetts met Governor Patrick's goal of installing 250 MW of solar power by 2017, four years early. As of October 1, 2013:
 - Massachusetts has 425 megawatts installed as of December 31, 2013
 - Approximately 192 megawatts were added in 2013, but this number is expected to rise as applications for SRECs are reviewed
 - There are solar installations in 348 out of 351 Massachusetts municipalities
- ◆ **Wind Energy** – Massachusetts has 103 MW of installed wind, with 8 megawatts added in 2013
- ◆ **Combined Heat and Power** – Massachusetts has 75 megawatts of combined heat and power installed, with 8 megawatts added in 2013

Healthcare Cost Containment

- ◆ \$200 billion savings over 15 years
- ◆ Greater transparency for cost efficiency
- ◆ Promotes preventive care and wellness programs

Pension Reform – over \$5 billion in savings over 30 years including an estimated \$2 billion for cities and towns

Department of Housing and Community Development

The Department of Housing and Community Development's (DHCD) mission is to strengthen cities, towns and neighborhoods to enhance the quality of life of Massachusetts residents. DHCD provides leadership, professional assistance and financial resources to promote safe, decent, affordable housing and sound municipal management.



Aaron Gornstein, Undersecretary
Housing and Community Development

GOAL: STABILIZED HOUSING

Develop a feasible and financially responsible system for ending homelessness and advancing regional production and preservation of affordable housing developments

ACTIONS UPDATE

Reform emergency shelter services to support the Housing First initiative

- Additional Residential Assistance for Families in Transition (RAFT) resources added to prevent homelessness
- Additional Massachusetts Rental Voucher Program (MRVP) resources added as another housing option
- HomeBase Household Assistance used during both entry into and exit from the shelter system
- Housing Preservation Stabilization Trust Fund created to funnel unexpended resources into affordable housing programs

Continue the production and preservation of affordable housing to reduce instances of homelessness and ensure greater access to permanent affordable housing

- Qualified Allocation Plan (QAP) changes (around accessibility and visibility) to ensure units created for persons with disabilities
- Homeownership program re-opened after 6 years
- Supportive housing initiative to create 1,000 units
- Units for extremely low income
- Preservation of existing affordable housing units



Build the capacity of municipalities and non-profit partners to strengthen communities*

- Developed and implemented the [Community Investment Tax Credit Program](#) – improves economic opportunities for low and moderate-income households and other residents in urban, rural, and suburban communities
- Implemented the [Gateway Cities Planning Grants](#)
- Participated in LED street light and tree canopy initiatives with Executive Office of Energy and Environmental Affairs
- Conduct trainings for municipal officials on zoning and land use planning
- Administer the Priority Development Fund that supports municipal planning for housing and other related development

Strengthen partnerships with key stakeholders so they can implement comprehensive housing solutions

Ongoing work with the following organizations:

- Quasi-public agencies: Mass Housing, Mass Housing Partnership (MHP), Community Development Assistance Corporation (CEDAC), Mass Development, and Mass Housing Investment Corporation (MHIC)
- Networks to End Homelessness
- Attorney General's Office around foreclosures
- Citizens' Housing and Planning Association (CHAPA) and other affordable housing entities to promote the need for affordable housing production

* This category changed from Transform Government Through Innovation and Technology – new category better reflects work being done.

Office of Consumer Affairs and Business Regulation

At the Office of Consumer Affairs and Business Regulation (OCABR), six agencies work together to achieve two goals:

- ◆ protect and empower consumers through advocacy and education,
- ◆ ensure a fair playing field for all Massachusetts businesses

Agencies:

- ◆ Office of Consumer Affairs and Business Regulation
- ◆ Department of Telecommunications and Cable
- ◆ Division of Banks
- ◆ Division of Insurance
- ◆ Division of Professional Licensure
- ◆ Division of Standards



Barbara Anthony, Undersecretary
Office of Consumer Affairs and Business
Regulation

GOAL: ENHANCED CONSUMER AWARENESS

Empower and educate consumers to protect themselves against fraud

ACTIONS UPDATE

Enhance consumer knowledge of information, advocacy and protection services available through EOHED

Protect and empower consumers through advocacy and education, and ensures a fair playing field for all Massachusetts businesses:

- Provided guidance and educational resources on websites, over the phone, and in response to written or electronic inquiries or complaints
- Conducted outreach to consumers, organizations and educational institutions across the Commonwealth
- Provided brochures, presentations and question and answer sessions through Consumer Day Events:
 - ◆ Financial education for college students
 - ◆ First time homebuyers
 - ◆ Updating insurance policies
 - ◆ Wise banking and credit choices
 - ◆ Credit Protection
 - ◆ Preventing Identity Theft
- Hotline and investigative staff provided information and guidance on a variety of topics:
 - ◆ Complaint resolution
 - ◆ Additional resources available
 - ◆ Specifics on laws and regulations
 - ◆ Mediation or Arbitration

Improve the effectiveness and efficiency of consumer-oriented EOHED services by leveraging technology

Improve the effectiveness and efficiency of their consumer-oriented services by leveraging new technologies:

- Conducted a full review of all website content and organization, updating content and reorganizing information to make the website easier to navigate
- Employed advanced analytics to determine areas of greatest interest, to expand available information in response to consumer searches.
- Advanced the use of Twitter, Blogs, and Linked-in to share developing information with the public, and to seek input on trends in the marketplace.
- Hosted monthly cable television programs featuring guests from the public and private sectors. Guests provided timely information on developments in their agencies and in the law related to their agencies or businesses that change the way they interact with the public.
- Participated in podcasts and live web streaming of conferences for consumers and the business and legal communities

Educate citizens about their options, rights and entitlements

Educate consumers about their options, rights and entitlements under state and federal consumer protection laws:

- Answered inquiries from the public, directing consumers to applicable laws and regulations, other state and federal agencies, and informational brochures
- Explained how the relevant laws and regulations work in the day-to-day world.
- Conducted market surveys on topics important to consumers, and provided follow up guidance including:
 - ◆ The advantages of a bank account as opposed to the use of more expensive check-cashing services;
 - ◆ Surveying the accuracy of weights and measures and explaining how to complain about missing or inaccurate pricing

GOAL: IMPROVED REGULATORY SOLUTIONS

A fair and competitive marketplace that protects consumers without overburdening businesses

ACTIONS UPDATE

Streamlined licensing, inspection and compliance monitoring process

Streamline licensing, inspectional services and the compliance monitoring process:

- Reviewed Board requirements and proposed combining boards to provide coordinated oversight
- Proposed streamlining or elimination of Boards where technological advances indicate Board oversight is no longer needed
- Created online forms for food stores and food departments to apply for exemption from individual item pricing if installing scanners for consumer use
- Continued to conduct inspections of new businesses where required within ten days of submission of completed application

Efficient and judicious regulatory environment

Oversee an efficient and judicious regulatory environment for the many professions they monitor and regulate:

- Reviewed regulations to ensure that they reflected developments in the law
- Reviewed regulations to ensure they coordinated state and federal requirements to ensure consistency and non-duplication
- Held informational hearings prior to the drafting of new or amended regulations to gather input before any proposed regulations or changes to regulations were suggested, permitting fewer revisions and a shortened process

MEASURE DESCRIPTIONS

GOAL	MEASURE	DESCRIPTION	SOURCE
ACCELERATED JOB CREATION	Net employment growth	This measure tracks the growth in employment in the Massachusetts' economy.	Bureau of Labor Statistics
	State employment growth versus United States	This measure tracks the growth in employment in the Massachusetts' economy as compared to the national average.	Bureau of Labor Statistics
	State unemployment rate versus national.	This measures tracks the Massachusetts unemployment rate and compares it to the unemployment rate for the entire US. The unemployment rate includes people that have not worked at all in previous weeks, people that are actively looking for a job, and people that are available for work. The rate equals the number of unemployed divided by the labor force. The unemployment rate does not include fractional unemployment, cyclical unemployment, or structural unemployment	Bureau of Labor Statistics
	MA GDP growth versus US	This measure tracks the Massachusetts gross domestic product (GDP) and compares it to the GDP for the entire US. The GDP measures the market value of all final goods and services produced. GDP is measured in dollars, and does not consider variation caused by inflation.	National Income and Product Accounts; Bureau of Economic Analysis; US Department of Commerce
	Median household income growth	This measure tracks the sum of all income received by a median household and then subtracts pertinent deductions. Statistically speaking the Median Household Income is the middle value in an ordered list of income scale. It can be measured by size of family, age of householder and by race or ethnicity. Data for household income measures lag one year.	SIPP, Survey of Income and Program Participation; United States Census Bureau

MEASURE DESCRIPTIONS

GOAL	MEASURE	DESCRIPTION	SOURCE
STABILIZED HOUSING	# of families in the Emergency Assistance system	This measure tracks the number of families who participate in the Emergency Assistance system. This number should decrease when benefits from effective implementation of the Administration's Housing First program are fully realized.	DHCD
	# Household using RAFT (Residential Assistance for Families in Transition) or HomeBASE Household Assistance to avoid entering the shelter system.	This measure tracks the number of families who successfully avoid entering the emergency shelter system by participating in the RAFT or HomeBASE programs.	DHCD
	# of affordable units produced/preserved for low/very low/extremely low income households.	This measure tracks the production and preservation of affordable housing units planned for low, very low and extremely low income households. Production and preservation of affordable housing units for low, very low and extremely low income households supports the Housing First initiative's objective to eradicate instances of chronic homelessness by providing greater access to housing.	DHCD
	# of affordable units produced/preserved targeted to supportive housing.	This measure tracks the production and preservation of affordable housing units planned for supportive housing. Supportive housing provides a combination of housing services to help people live more stable, productive lives. It is one of the pillars of the State's affordable housing strategy.	DHCD
	# of affordable units produced/preserved targeted to persons with disabilities.	This measure tracks the production and preservation of affordable housing units planned for persons with disabilities. According to Objective #6 in the FY 2012 US Department of Housing and Urban Development Action Plan, each state must ensure that residents with disabilities have greater access to affordable and accessible community housing options.	DHCD
	# of affordable units produced/preserved targeted to homeless families/individuals	This measure tracks the production and preservation of affordable housing units planned for homeless families and individuals. Production and preservation of affordable housing units for homeless families and individuals supports the Housing First initiative's objective to eradicate instances of chronic homelessness by providing greater access to housing.	DHCD
	# of affordable units produced/preserved targeted to veterans.	This measure tracks the production and preservation of affordable housing units planned for veterans. Executive Order 538 Section 2 promotes increased delivery of services to veterans, including health care, education and housing.	DHCD
	# of housing units permitted through 40R/Compact neighborhoods programs	This measure tracks the number of housing units permitted through the Chapter 40R and Compact Neighborhoods programs. Chapter 40R is the Commonwealth's "Smart Growth" legislation, which encourages denser development near transit, and provides incentive and bonus payments; Compact Neighborhoods allows denser development, with no state payment.	DHCD
	# multi-family units.	This measure tracks the number of new multi-family units built in support of Administration's commitment to job growth and community development.	DHCD

MEASURE DESCRIPTIONS

GOAL	MEASURE	DESCRIPTION	SOURCE
ENHANCED CONSUMER AWARENESS	% of complaints and inquiries responded to within target time frames.	This measure tracks the percentage of consumer complaints and inquiries that were filed within target timeframes with the Office of Consumer Affairs and Business Regulation	OCABR
	# of public consumer events	This measure tracks the aggregate number of attendees across all consumers events, including (but not limited to) Consumer University and Consumer Days.	OCABR
	# of annual tests of commercial devices.	This measure tracks the number of tests performed annually on devices used in commercial transactions. These tests are performed to help ensure these devices are working as expected.	OCABR
	# of Marketplace surveys conducted annually.	This measure tracks the number of marketplace surveys conducted annually. Marketplace surveys are conducted to gain a deeper understanding of consumer needs and the effectiveness of existing programs.	OCABR
	% growth in OCABR educational website hits and database searches.	This measure tracks the growth in hits to the OCABR educational websites and the number of OCABR database searches. This measure helps to quantify the perceived value of these tools to assist consumers. This measure may be disaggregated by agency, depending on data sources and quality, and may expand as more agencies add publically accessible databases.	OCABR
IMPROVED REGULATORY SOLUTIONS	% of regulations reviewed for streamlining, rescission or impact on small business, while maintaining consumer protections.	This measure tracks the percentage of regulations that were reviewed as candidates for streamlining, recession or for their impact of small businesses. The goal is to achieve regulatory reform by reviewing and reevaluating the continued need for “old” regulations while maintaining consumer protections.	OCABR
	% of regulations filed as final within 30 days of final review	This measure tracks the percentage of regulations that were filed as final within 30 days of final review as a measure of process efficiency and effectiveness.	OCABR
	% of rulemaking informed by public outreach process.	This measure tracks the percentage of rulemaking which was informed by the public outreach process. This measure seeks to quantify the promulgation of regulations.	OCABR
	% of small business startup inspections occurring within targeted timeframe.	This measure tracks the percentage of small business startup inspections which were performed within target timeframes. The Department of Professional Licensure has a commitment to decreasing small business costs by rapidly undertaking necessary licensing and inspection for small business startups. Different targets for different business types can be used as necessary.	OCABR

NOTEWORTHY CHANGES




GOAL	MEASURE	CHANGE, ADDITION OR DELETION EXPLANATION	SOURCE
ACCELERATED JOB CREATION	Unemployment Insurance Claimants new and additional claims for unemployment insurance benefits filled at One-Stop Career Centers. Note: This measure tracks claimants' profiles by industry, race and ethnicity and length of status.	Deletion: Objectives of this measure are being captured in a different way or are no longer considered a management priority.	EOLWD
	Job posting.	Deletion: Objectives of this measure are being captured in a different way or are no longer considered a management priority.	EOHED
STABILIZED HOUSING	# of municipalities that have achieved 10% affordable housing goal	Deletion: DHCD has no direct way of affecting this measure. Objectives of this measure are being captured in a different way.	DHCD
	# of newly-created housing units targeted to the "workforce" cohort (80% - 150% Area Median Income or higher)	Change/Addition: Objectives of this measure are captured under the new measure "# of multi-family units."	DHCD
	# of Gateway Cities that have approved Housing Development Incentive Program zones.	Deletion: Not being measured at this time. Program still in early stages of implementation. No data available.	DHCD
	# of Households using RAFT or HomeBASE Household Assistance to avoid entering the shelter system	Addition: Provides additional insight into the effectiveness of the RAFT and HomeBASE programs.	DHCD
	# of supporting housing units created that year and cumulative since 2012	Change: Measure has been changed to "# of affordable units produced/preserved targeted to supportive housing." This change creates uniformity across all measures of affordable housing units produced/preserved.	DHCD
	# of families that exit shelter/HomeBASE into permanent housing situations	Deletion: Objectives of this measure are being captured in different way.	DHCD
	# state-assisted public housing units not in service	Deletion: Objectives of this measure are being captured in a different way or are no longer considered a management priority.	DHCD
	# Public Housing units with energy efficient upgrades	Deletion: Objectives of this measure are being captured in a different way or are no longer considered a management priority.	DHCD
ENHANCED CONSUMER AWARENESS	% increase in consumers utilizing arbitration (by program).	Deletion: Not being measured at this time. Some data is, however, tracked at the individual program level.	OCABR
	% of media stories in representative media outlets mentioning OCABR in stories	Deletion: Objectives of this measure are being captured in a different way or are no longer considered a management priority.	OCABR
	% growth in the number of users of OCABR consumer dispute resolution/ complaint services	Deletion: Not being measured at this time. OCABR tracks information on the number of people using the programs.	OCABR
	% growth in the number of users of OCABR advisory/inquiry services	Deletion: Objectives of this measure are being captured in a different way.	OCABR
	% of OCABR consumer service users reporting satisfaction with consumer services	Deletion: Objectives of this measure are being captured in a different way or are no longer considered a management priority.	OCABR

NOTEWORTHY CHANGES

GOAL	MEASURE	CHANGE, ADDITION OR DELETION EXPLANATION	SOURCE
ENHANCED CONSUMER AWARENESS (continued)	Decrease in the average time from initiation to close of consumer OCABR dispute resolution/complaint request	Change: Measure has been changed to: “% of complaints and inquiries responded to within target timeframes.” The revised wording is more in-line with the underlying performance goal.	OCABR
	% increase consumers educated at in-person training events	Change: Measure has been changed to: “# of public consumer events.” The revised wording is more in-line with the underlying performance goal.	OCABR
	# of annual tests of commercial devices	Addition: Measure has been added to track performance test of commercial devices which enhances consumer protection.	OCABR
	% growth in the number of users of OCABR advisory/inquiry services	Deletion: Objectives of this measure are being captured in a different way.	OCABR
	# of Marketplace surveys conducted annually	Addition: Measure has been added to track marketplace surveys to gain a better understanding of consumer protection needs.	OCABR
IMPROVED REGULATORY SOLUTIONS	% of OCABR services with web portal/electronic filing for registration and/or licensing	Deletion: Objectives of this measure are being captured in a different way or are no longer considered a management priority. Electronic filing capability remains forthcoming.	OCABR
	% of new licenses/business registrations applications processed within target timeframes.	Deletion: Objectives of this measure are being captured in a different way or are no longer considered a management priority.	OCABR
	% of suggested regulatory amendments and rescissions implemented.	Deletion: Objectives of this measure are being captured in a different way or are no longer considered a management priority.	OCABR
	% of small business startup licensing and inspections by DPL occurring within target timeframes	Change: Measure has been changed to: “% of small business startup inspections occurring within targeted timeframes.” The revised wording is more in-line with the underlying performance goal. In addition, OCABR changed the frequency of this measure from quarterly to bi-annually. For this year OCABR will only track this measure annually.	OCABR
	% of small business regulations reviewed for small business impact	Change: Measure has been changed to: “% of regulations reviewed for streamlining, rescission or impact on small businesses, while maintaining consumer protections.” The revised wording is more in-line with the underlying performance goal. In addition, OCABR changed the frequency of this measure from quarterly to bi-annually. For this year OCABR will only track this measure annually.	OCABR
	% of regulations filed as final within 30 days of final review	Addition: Measure has been added to track process efficiency and effectiveness.	OCABR
	% of rulemaking informed by public outreach process	Addition: Measure has been added to track process efficiency and effectiveness.	OCABR

Performance Management Assessment

Current Status Legend

On Target	Equal to or Greater than Target	
Close to Target	Within 80% to 99% of Target	
Off Target	Less than 80% of Target	
Not Available	N/A	—

Where data is not available for the full current period, status is assigned based on expected annual figures.


Trend Analysis










⇒ Stable
⇒ Improving
⇒ Worsening

Accelerated Job Creation – Measurement Overview

This dashboard is composed of a number of indicators sourced from multiple state and national data sets. The data shown are meant to be comparable over time (and where applicable, nationally). There are some notes to bear in mind when using and interpreting these data:

- **Net Employment Growth**: These data, from the Executive Office of Labor and Workforce Development (EOLWD) and the US Bureau of Labor Statistics (BLS), combine the seasonally adjusted monthly employment figures over the most recent quarter. The monthly data are revised each month and annually, and are particularly volatile when observing month to month changes. Aggregating the data quarterly allows for some smoothing of this volatility.
- **State employment growth versus US**: These data, from EOLWD and BLS, also use aggregated seasonally adjusted monthly employment figures over the most recent quarter. The monthly data are revised each month and annually, and are particularly volatile when observing month to month changes. Aggregating the data quarterly allows for some smoothing of this volatility. These data compare the percent change in quarterly employment growth for the state and nation.
- **State unemployment rate versus National**: These data, from EOLWD and BLS, are for the most recent month, seasonally adjusted, and are based on a monthly survey of households. The unemployment rate includes people who are jobless, looking for jobs, and available for work as a percentage of the total labor force. These data are revised each month and annually.
- **MA GDP Growth versus US**: The data for the US are released quarterly by the US Bureau of Economic Analysis (BEA), and are revised several times between quarters and annually. The data for Massachusetts are developed, released and revised quarterly by Professor Alan Clayton-Matthews of Northeastern University and through the journal MassBenchmarks. Professor Clayton-Matthews adapted a methodology to calculate state GDP based on the national method which results in a comparable GDP figure to the national data. His index tracks very well with the rate of change of the BEA reported state GDP, and when it does not, Professor Clayton-Matthews makes adjustments and re-benchmarks his series.
- **Median household income growth**: These data are based on Current Population Survey (CPS) data from the US Census Bureau and are available annually, with roughly a year lag. There are no other data sources that produce this measure more frequently.






ACCELERATED JOB CREATION	STATUS	TREND	OVERALL SUMMARY			
All Massachusetts residents seeking work can find steady employment at good wages and all Massachusetts employers seeking help can find qualified employees at competitive wages		Improving	Economic indicators show resilience in the state's economy with a rebound in job growth and economic growth in the third quarter. The state experienced a slowdown in job growth in the first half of the year with the unemployment rate near to but below the national rate.			
PERFORMANCE MEASURES	STATUS	TREND	CURRENT PERIOD	PRIOR PERIOD	TARGET	COMMENTS
Net Employment Growth		Improving	30,700	49,400	45,000	Current period is January - September 2013. Prior period is CY 2012. Full year data available during first quarter 2014.
State Employment Growth vs. US		Improving	0.5% MA 0.4% US	1.5% MA 1.7% US	Exceed Nation	Current period is percent change Q2 - Q3 2013. MA rates of job growth above the national rate for current period, below in the prior period – prior period is % change CY2011-2012.
State Unemployment Rate vs. National		Stable	7.1% MA 7.2% US	6.8% MA 7.8% US	1% Below	Current period is September 2013. Prior period is September 2012.
MA GDP Growth vs. US		Improving	3.5% MA 4.1% US	1.8% MA 2.0% US	Exceed Nation	Current period is Q3 (US revised). Prior period is annual rate of growth 2012 (Q4 2011 -Q4 2012).
Median Household Income Growth		Stable	-1.5%	0.7%	Positive Growth	Current period is annual change 2011-2012. Prior period is annual Change, 2010-2011. Data for 2013 not yet available.





STABILIZED HOUSING	STATUS	TREND	CURRENT PERIOD CY2013	PRIOR PERIOD CY2012	TARGET	COMMENTS
# of families in the Emergency Assistance system		Worsening	4,458	3,579	4,000	Measured at month end: Fluctuates throughout the year. Goal is to remain below target.
# Households using RAFT or HomeBASE Household Assistance to avoid entering the shelter system		Improving	8,419	1,239	10,000	Measured quarterly: current period cumulative. RAFT funds started in Aug 2012 and again Aug 2013
# of affordable units produced/preserved for low/very low/extremely low income households		Improving	2,870	2,180	2,200	Measured quarterly: current period cumulative. The number of units that can be produced or preserved is dependent on the DHCD annual bond cap, and on the federal HOME and LIHTCs.
# of affordable units produced/preserved targeted to supportive housing		Improving	402	344	333	Measured quarterly: Current period cumulative. There is a legislative mandate to create up to 1,000 units of support housing by 12/31/15
# of affordable units produced/preserved targeted to persons with disabilities		Improving	276	251	250	Measured quarterly: current period cumulative. Target lowered due to state bond cap and pending cuts to federal HOME program.
# of affordable units produced/preserved targeted to homeless families/individuals		Improving	644	470	450	Measured quarterly: current period cumulative. Target lowered due to state bond cap and pending cuts to federal HOME program.
# of affordable units produced/preserved targeted to veterans		Stable	136	126	200	Measured quarterly: current period cumulative. Anticipating a 77 unit project on VA Hospital grounds in Bedford.
# of housing units permitted through 40R/Compact neighborhoods programs		Improving	319	190	518	Measured quarterly DHCD is reviewing the process for communities to report on issuance of building permits for 40R units
# multi-family units		Improving	6,580	2,342	10,000	Measured through 11/30/13 based on number of permits; full year data available in February, 2014.

Office of Consumer Affairs and Business Regulation

Target Timeframes

Department of Telecommunications and Cable	<ul style="list-style-type: none"> ◆ Complaint investigation standard: 30-45 days ◆ Telephone inquiries: immediate as received ◆ E-mail: within 24-48 hours of receipt ◆ Written Complaints: Contact made with consumer within 24-48 hours to acknowledge receipt and start to address concerns
Division of Banks	<ul style="list-style-type: none"> ◆ Complaints: Target 30 days; 2013 YTD: average 18 days ◆ Telephone calls: immediate as received
Division of Standards	<ul style="list-style-type: none"> ◆ Telephone inquiries: immediate as received ◆ Written: acknowledged upon receipt; timeline varies depending on action to be taken
Division of Professional Licensure	<ul style="list-style-type: none"> ◆ Complaint inquiries, public records requests: within 10 days ◆ Telephone: immediate as received
Office of Consumer Affairs and Business Regulation	<ul style="list-style-type: none"> ◆ Telephone calls: immediate as received ◆ E-mail and written complaints: within 3 days of receipt
Division of Insurance	<ul style="list-style-type: none"> ◆ Informational inquiries: within 15 days ◆ Complaints: within 90 days

ENHANCED CONSUMER AWARENESS	STATUS	TREND	CURRENT PERIOD CY2013	PRIOR PERIOD CY2012	TARGET	COMMENTS
% of complaints and inquiries responded to within target time frames		Stable	95% 34,849	93% 57,546	100%	Measured Bi-annually: Aggregate information for all OCABR agencies; includes complaints and inquiries. 2013 data reflects and changes in reporting method; numbers of calls re-directing consumers to other resources are no longer included for agencies that mediate complaints in-house.
# of public consumer events		Improving	99	29	Growth over prior year	Measured Bi-annually: OCABR held 29 total events in calendar year 2012, and is set to meet or exceed that number this year. Events include conferences, Consumer Days, appearances at area events, school outreach. 2013 data includes all OCABR agencies while 2012 data included only OCABR itself.
# of annual tests of commercial devices		Improving	14,190	13,287	Maintain	Measured Bi-annually: DOS tests commercial devices in towns with fewer than 5000 residents and in towns with which it has contracts.
# of marketplace surveys conducted annually		Improving	10	7	Growth over prior year	Measured annually: Aggregate information for OCABR and its agencies. Surveys assist in educating the public and in monitoring compliance with applicable laws and regulations.
Growth in OCABR educational website hits and database searches		Improving	2,608,979	111,502	Growth over prior year	Measured annually: We continue to update and refine our website information, to provide timely information to consumers and businesses alike on changes in the law, trends, and possible scams. Agencies will be analyzing trends using Google analytics. 2013 data reflects all OCABR agencies while 2012 data included solely OCABR data and did not provide the details we currently track using Google Analytics.

IMPROVED REGULATORY SOLUTIONS	STATUS	TREND	CURRENT PERIOD CY2013	PRIOR PERIOD CY2012	TARGET	COMMENTS
% of regulations reviewed for streamlining, rescission or impact on small business, while maintaining consumer protections.		Stable	100% 11	100% 86	100%	Measured bi-annually: Includes all regulations reviewed as part of regulatory reform initiative CY 2013 focus is on changes in governing laws vs. CY 2012 review of all regulations 12 years or older.
% of regulations filed as final within thirty days of end of final approval		Stable	100% 12	100% 13	100%	Measured bi-annually: Includes review by Secretariat, Governor's Office, and Administration and Finance.
% of rulemakings informed by public outreach process.		Stable	100% 14	100% 13	100%	Measured bi-annually: to include regulations, and responses to questions that result in bulletins and similar agency policy interpretations.
% of small business startup inspections occurring within targeted timeframe.		Stable	100% 1,464	100% 2,329	100%	Measured bi-annually: DPL completes all business inspections for startup licensing within ten days of application.